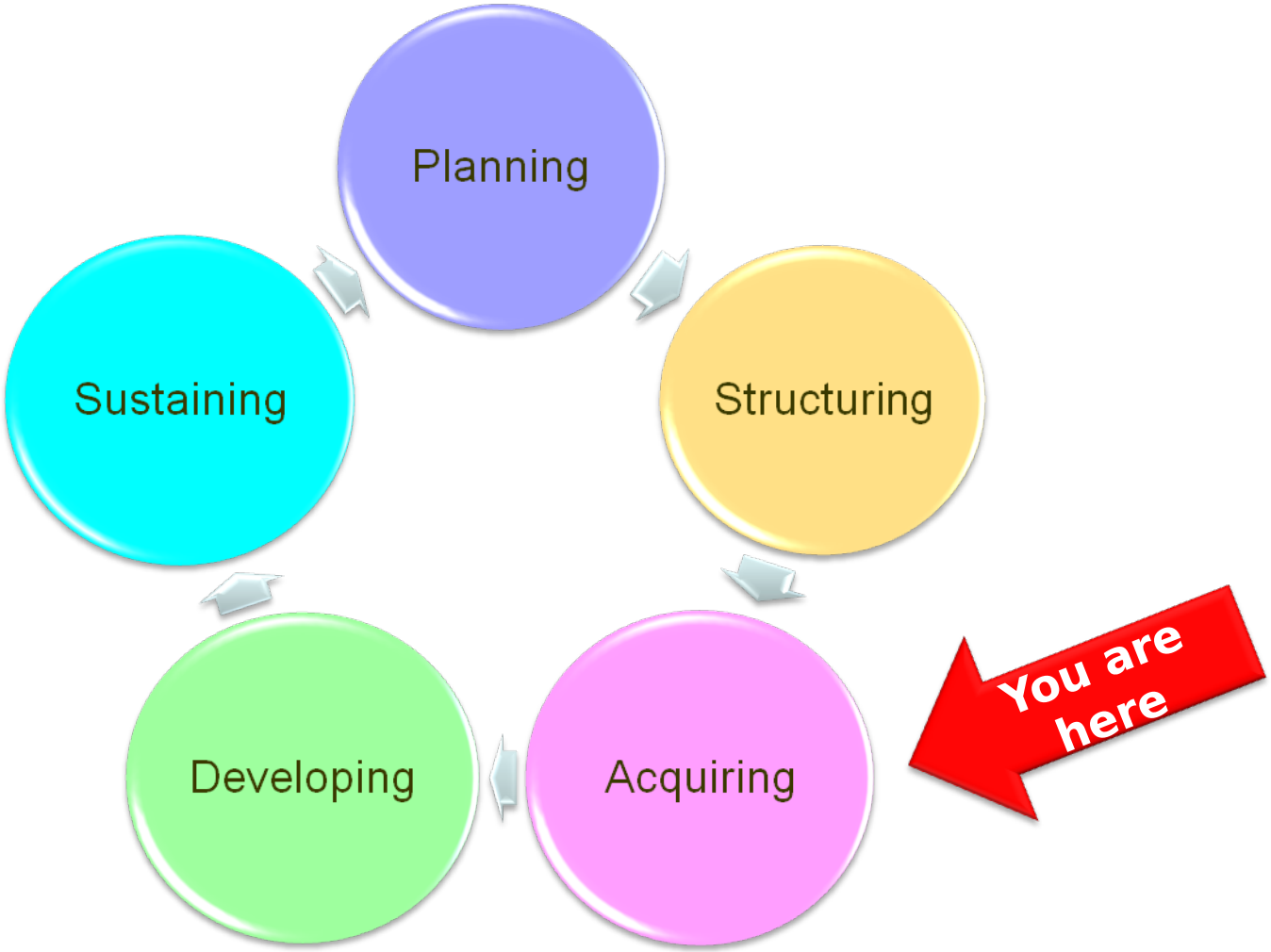
Module 3

Acquiring

CHRM Life Cycle



Learning Objectives

After completion of this module, participants will be able to:

1. Identify supervisors and CPAC roles in the recruitment process

2. Describe the “who, what, where, when, how and why” of job analysis

3. Describe supervisory options on how to fill vacancies

4. Describe when veterans preference applies in the hiring process

Learning Objectives

After completion of this module, participants will be able to:

5. Identify key differences in promotions and reassignments in legacy and NSPS systems

6. Identify at least 3 types of recruitment incentives

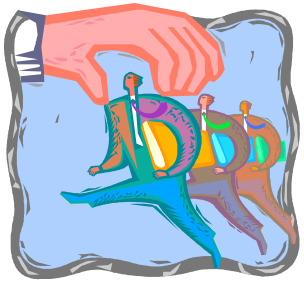
7. Identify pay setting flexibilities in NSPS

8. Explain general Reduction in Force (RIF) rules

Regulatory Requirements

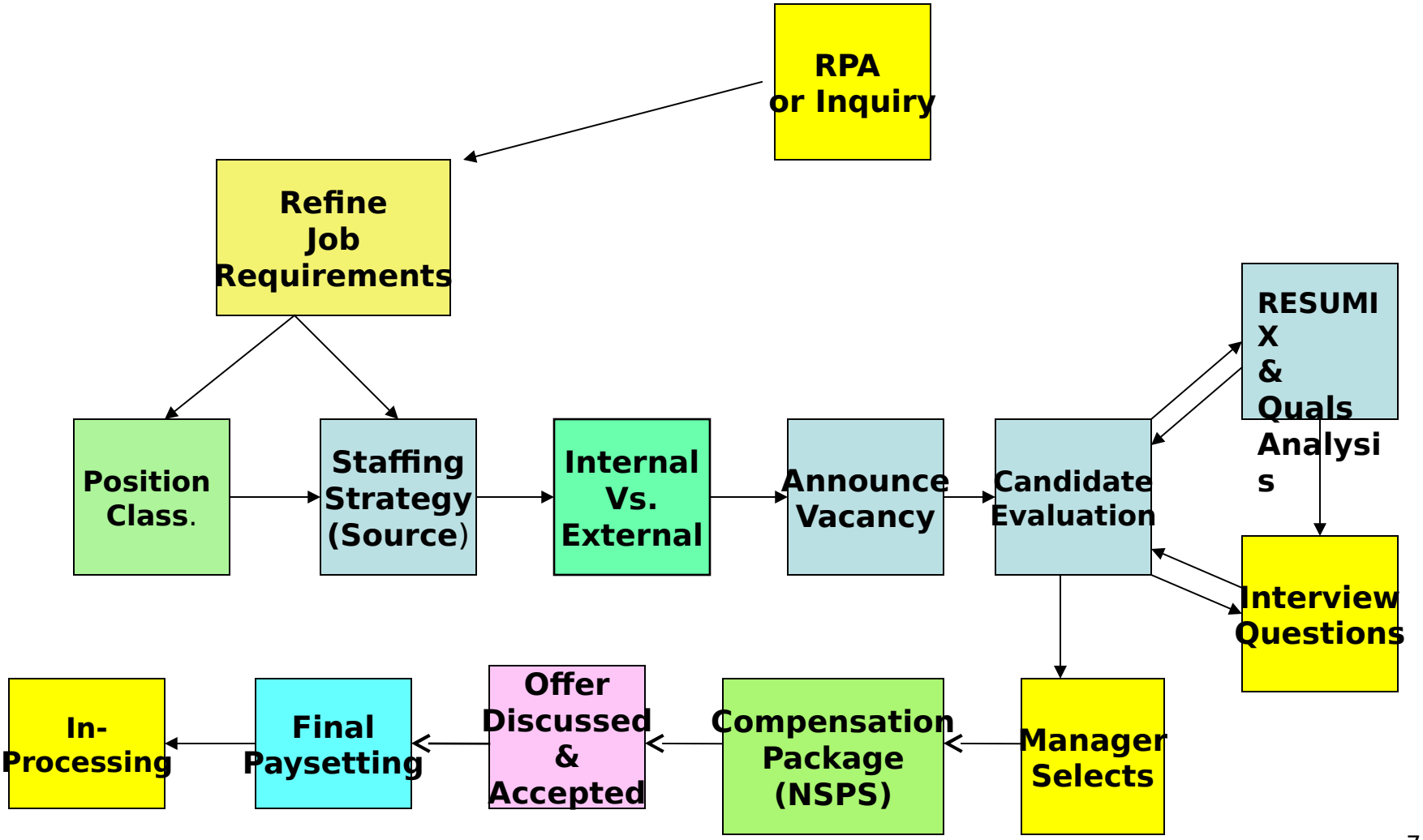
- Merit Systems Requirements
- Court Decisions
- Uniform Guidelines
- 5 CFR, Parts 300, 335
- 5 CFR 9901.501 (NSPS)
- AR 690-335

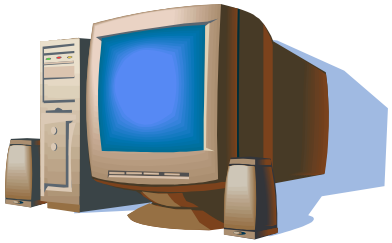
Key Principles



- Merit Systems Principles
- Prohibited Personnel Practices
- Veterans' Preference
- Use of mandatory placement programs
  - Priority Placement Program (PPP), Reemployment Priority List (RPL), Interagency Career Transition Assistance Program (ICTAP)
- Current competitive and excepted service appointing authorities and entitlements
- Current hiring flexibilities
- OPM qualification standards
- Public notice requirements – using CPOL or USAJOBS

Typical Recruitment Action





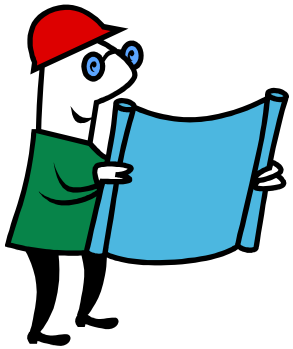
The Electronic RPA

- Request for Personnel Action (RPA) is an electronic HR work order form that:
  - ✓ Is created in Defense Civilian Personnel Data System (DCPDS)
  - ✓ Tracked via the Army's Civilian Personnel On-Line (CPOL) Portal Manager Tab
  - ✓ Requires a "manager's" user account to create and track RPA

- To learn about Portal, go to the CHRA link below for an on-line tutorial called "Portal for Supervisors and Managers"

  http://www.chra.army.mil/tmd/cpoc_dl.htm

Planning is an Essential First Step



- What are the roles in filling positions?
- Which rules / regulations apply?
- How do I fill my vacancy?
  - ✓ Is this a temporary or permanent position?
- Which skills am I looking for in a candidate?
- Where can I find well-qualified candidates?
  - ✓ External or internal
- Should I consider recruitment incentives?
- Where can I go for advice?
- How long will it take?
- What compensation should I offer?

Supervisory Role

Perform job analysis	**Identify KSAs – knowledge, skills, abilities**	**Determine staffing requirements**
Determine Area of Consideration	**Recommend recruitment sources**	**Initiate (Request for Personnel Action) RPA**
Track status of RPA through Portal	**Work Priority Placement Program with HR**	**Select applicant**

CPAC Role

Advise on recruitment strategies	**Advise on strategic planning for staffing the organization**	**Advise on recruitment incentives**
Advise on compensation	**Advise on workforce shaping**	**Provide outplacement assistance**
Employee contact	**Make job offers**	**Brief Commanders on hiring issues**

More CPAC Role

Validate selection criteria	**Issue job ad and determine area of consideration**	**Issue referral(s) to Supervisor**
Refer priority candidates	**Screen applications or resumes**	**Process selection(s)**
Ensure regulatory compliance	**Qualify candidates for basic / specialized requirements**	**Forward to Regional Processing Center**

1 Oct 2009

Supervisors Rights / Obligations

Right to select

- Or *not* select from a group of qualified candidates

Obligation

- Must specify an area of consideration sufficiently broad to ensure high quality candidates
- Must conduct job analysis to identify critical KSAs and / or job competencies

Job Analysis

Who Participates?

- Supervisor
- Subject matter expert
- Incumbent

What is Involved?

- Gathering information about a position
- Identifying major job related requirements
- Linking job requirements to
  - ✓ Knowledge, skills, abilities (KSAs)
  - ✓ Education and/or training requirements
- Determining what "reasonable accommodations" could be made for an individual

Job Analysis

Where are the Information Sources?

- Current, official position description
- Office of Personnel Management qualification standards
- Job classification standards
- Job objectives

When should Job Analysis Done?

- Before recruitment begins
- When reasonable accommodations are required

Job Analysis

Why is it Necessary?

- To identify:
  - ✓ Experience, education, training, and other qualifying factors, possessed by candidates
  - ✓ Those candidates who are potentially the best qualified to perform position

How is it Done?

- Review of classification standards
- Supervisor/SME interviews
- Expert panels
- Structured questionnaires
- Check lists
- Open-ended questionnaires
- Observation
- Incumbent work logs
- Task inventories

Exercise 3-1

1. Review assigned PD to complete a job analysis
2. Highlight key tasks or statements that serve to identify the knowledge, skills, and abilities required for the position.
3. Be creative and add requirements that are unstated or implied. These would be used to update the PD prior to submitting the RPA and for use in the vacancy announcement and/or evaluation process.
4. You have 15 min to work through the PD.
5. Select a spokesperson to represent your group.

How to Fill Vacancies

Permanent appointments	Temporary/Term appointments
❑ Use when the vacancy is for a continuing position ❑ Help to stabilize the workforce ❑ Attract more candidates than temp/term appointments ❑ Makes workforce shaping more complex	❑ Use when the need is not for a continuing position (time limited appointment) ❑ May affect recruitment ✓ Fewer benefits/less job security ❑ Can release employees with less disruption ❑ Allows function to be restructured

Decisions based on need/budget/strength authorizations

Legacy System
Temporary/Term Appointments

- Term appointments –
  4 years plus 1 year extension
- Temporary appointments –
  1 year plus 1 year extension
- Can NOT be converted without further competition

NSPS Temporary/Term Appointments

- Term appointments – up to **6** years (includes 1 extension)
- Temporary appointments – up to **3** years (includes 1 extension)

- Can be converted to permanent appointment, if:
  - ✓ Served two years with Level 3 rating
  - ✓ Selected under competitive examining procedures
  - ✓ Announcement contained a statement which stated that appointment could lead to a career appointment
  - ✓ Converted to a career position in same pay band for which hired

Use of Special Appointing Authorities

Severe Shortage	• OPM authorized for legacy positions • Army requests authority - DoD can authorize for NSPS position
Critical Need Hiring Authority	• OPM authorized for legacy positions • Army requests authority - DoD can authorize
Non-citizen appointment authority	• OPM authorizes for legacy positions • Army can authorize for NSPS positions
Competitive and excepted appointing authorities	• Can use all existing authorities

Resumix

What is Resumix?

- Automated system that stores resumes
- Patented computer programming system to read resumes and extract applicant skills

How does it work?

- Skills based optical character recognition program
- CPAC extracts and enters skills from PD
- Extracted skills are sent to supervisor
- Skills are refined if applicable
- Skills must be supported by PD

Resumix – Roles

Process:

- HR extracts skills from Resumix and sends to supervisor
- Supervisor selects required and desired skills
- HR matches resume skills using Resumix grammar
- HR eliminates candidates who do not possess required skills
- HR refers candidates based on number of desired skills
- Supervisor selects or non-selects

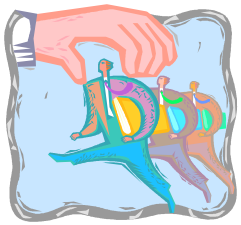
For External hires:

- Skills are weighted
- Veterans Preference rules apply
- Web-cam found at http://www.chra.army.mil/howtomovies/Resumix-DE_CPAC-Briefing.ppt

Determining Basic Qualifications

Operating Manual: Qualification Standard	Job Qualification System for Trades and Labor Occupations

• Covers
  • General Schedule positions
  • NSPS positions
	• Covers Federal Wage System
	• Formerly called X-118C



Types of External Hires

- Reinstatement
- Reemployed Annuitants
- Transfers from other Agencies
- Delegated Examining or OPM Certificates
- People with Disabilities Employment Program
- Veterans Recruitment Authority (VRA)
- 30% Compensable Disabled Veterans
- University Students (interns)
- Veteran's Employment Opportunity Act (VEOA)
- Administrative Careers with America (ACWA)
- Direct Hire Authority (DHA)

Competitive Examining

Used to recruit applicants from outside civil service for competitive appointments to competitive service positions

- Typically used for first Federal appointment
- Has public notice requirements

NSPS

- Open to all US citizens
- May limit first consideration to local commuting area *and* other targeted recruitment sources
- No minimum period of time vacancies must be announced
- Open period based on type of position and availability of candidates

OPM

- Open to all US citizens
- OPM recommends 5 day open period

Competitive Examining (cont)

- Use current rating and ranking procedures:
  - ✓ Numerical
  - ✓ Category rating (implementation under development in Army)
- Veterans' preference rules and "rule of three" apply
- Veterans' information can be found at www.opm.gov
  - ✓ Excellent resource is Vet Guide
  - ✓ Includes topics such as:
    - Veterans' preference in appointments
    - Why preference is given
    - When preference applies
    - Types of preference
    - Position restricted to preference eligibles

Veterans' Preference

What is veterans' preference?

- ❑ Special consideration in hiring veterans primarily for vacancies filled from outside Federal service
- ❑ Based upon periods of military service or service connected disability

When *does* it apply?

- ❑ New appointments from OPM / DEU lists
  - ✓ Permanent
  - ✓ Terms
  - ✓ Temporary
- ❑ Some VRA appointments
- ❑ Most excepted service appointments

When *doesn't* it apply?

Merit promotion, VEOA, Reinstatement, Transfer, Employment of Family Members, DHA

Promotion

NSPS

Movement of an employee from one band to a higher band

- ✓ *Example*: YA-2 to YA-3

Pay issues

- ✓ Minimum 6%, but no more than 20%
- ✓ Higher than 12% requires higher level manager approval

OPM

Movement of an employee from

one grade to a higher grade

- ✓ *Example*: GS-12 to GS-13

Pay issues

- ✓ For GS positions - Two step rule or highest previous rate rule used
- ✓ For FWS position – 4% of representative rate added to existing rate of pay

Reassignment

NSPS

- Movement of an employee to a different position or set of duties in the same or a comparable pay band
  - ✓ Example: Non-supervisory professional and/or analytical pay schedule to supervisory PS across corresponding pay bands (2 to 2)
- Pay issues
  - ✓ Voluntary (employee-initiated) - no more than 5% in 12 month period
  - ✓ Management-directed – no time limit
  - ✓ Involuntary - may reduce pay up to 10% in 12 month period

OPM

- Movement of an employee to a different position or set of duties in the same or a comparable grade
  - ✓ Example GS-12 to GS-12
- No pay increase unless Highest Previous Rate rule authorized

Reduction in Band / Change to Lower Grade

NSPS

- Movement of an employee either voluntary or involuntary from one pay band to a lower pay band
  - ✓ *Example*: Supervisory PB to non-supervisory PB (PB 2 to 1)
- Pay issues
  - ✓ Voluntary - up to 5% increase in 12 month period
  - ✓ Involuntary - may reduce pay up to 10%

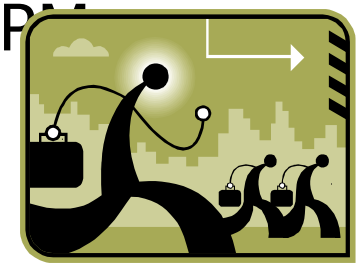
OPM

- Movement of an employee either voluntary or involuntary from one grade to a lower grade
  - ✓ *Example*: GS-7 to GS-5
  - ✓ Pay issues
  - ✓ Pay generally preserved unless otherwise stated in the installation's pay setting policy

Exceptions to Competition

Examples of exceptions to competition:

- Promotions where competition occurred for a higher grade or pay band (e.g., interns)
- Promotion resulting from re-classification to a higher pay grade or pay band due to assignment of additional duties and responsibilities
- Temporary promotion to a position in a higher pay grade or pay band for less than180 days for NSPS or 120 days or less for OPM

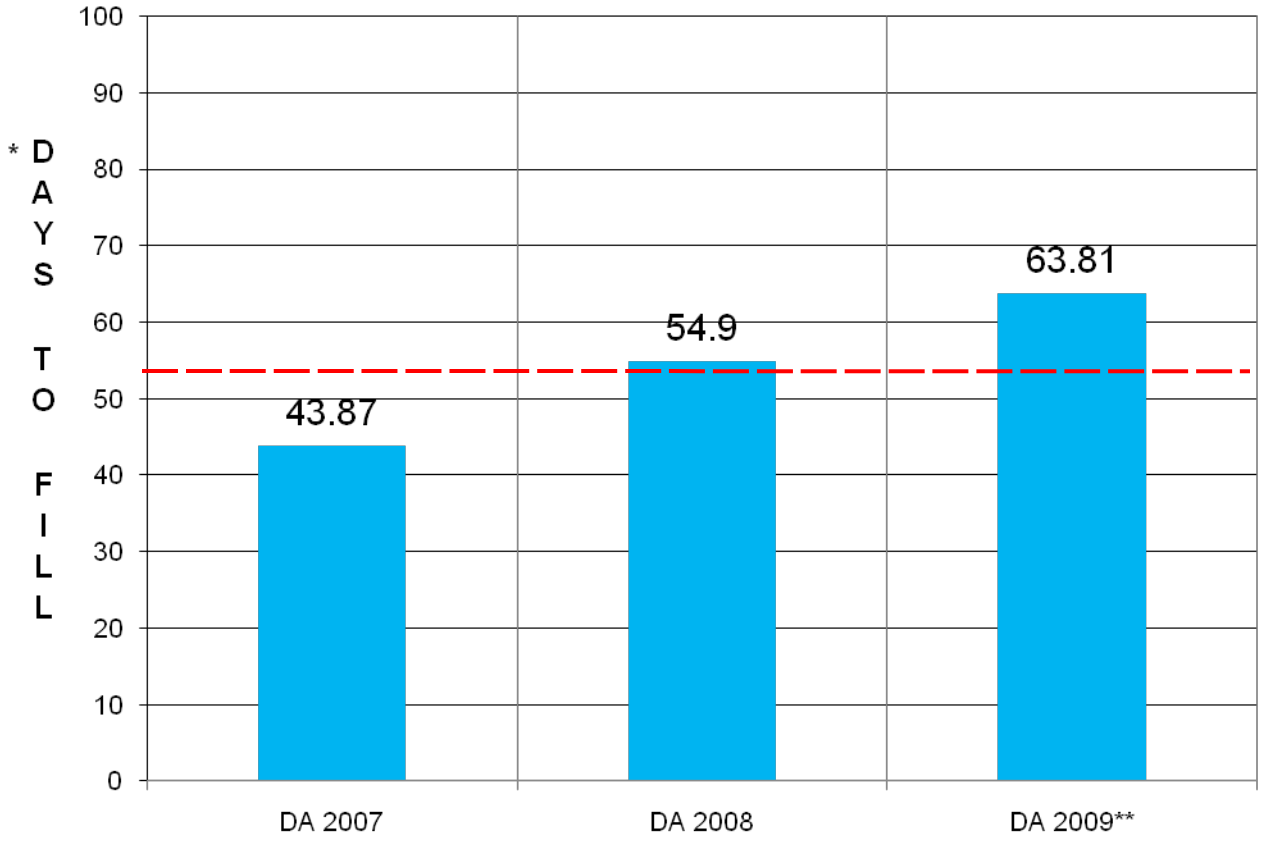


Recruitment Incentives

- Flexible pay setting advantages
- Pre-employment interviews
- First duty station travel expenses
- Recruitment bonuses
- Advanced in-hire rates
- Relocation bonuses
- Student loan repayment

For more information – go to CHRA's website and look under Employment, Strategic Recruitment

How Long Does it Take to Fill a Position?



*Calculated from date request hits HR to job offer date
**As of January 2009

What Can You Do To Reduce Fill-time?

- Pre-plan
  - ✓ Events occurring during selection process
  - ✓ Ensure PDs are adequate and accurate before submitting an RPA
- Communicate
  - ✓ Develop up-front recruitment strategy with HR
  - ✓ Respond to HR queries promptly
- Conduct
  - ✓ Sound job analysis
  - ✓ Interviews and reference checks
- Act
  - ✓ Process referral lists as quickly as possible

Compensation

What Constitutes Adjusted Salary?

General Schedule

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Special Rate Supp
based on occupation/ geographic locality

OR

CONUS Locality Pay
all GS employees in locality are covered by the same percent

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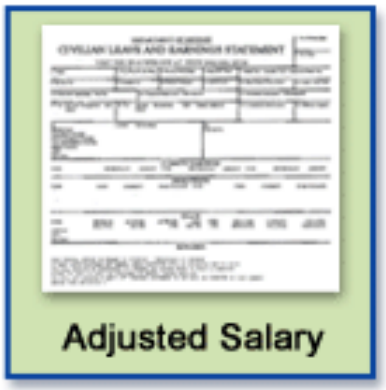

NSPS

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Local-Market Supplement
variable by career group, pay schedule, occupation, and/or pay band

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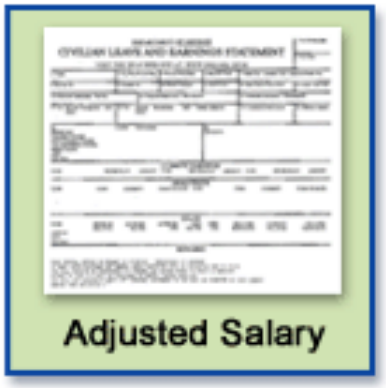


NSPS - Flexible Pay Setting

- New Hires → Pay Band Minimum to GS-Grade/ Step 1 plus 30%
- Promotions → Increase 6% – 20%
- Voluntary Reassignment or Reduction in Band → Increase Up to 5%
- Management-Directed Reassignment → Increase Up to 5%
- Involuntary Reassignment or Reduction in Band → Decrease Up to 10%
- Expiration/Termination of Temporary Reassignment → Re-Set to Previous Pay Level

NSPS Pay Setting Considerations

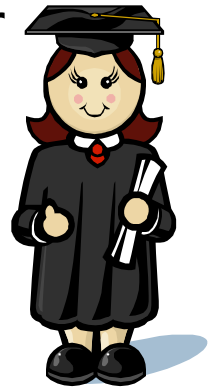
Pay setting determinations will be based on:

- ❑ Candidate's current and historical salary
- ❑ Experience, education and training/certifications of candidate
- ❑ Internal equity considerations (pay compression/performance)
- ❑ Market-sensitive data/value
- ❑ Salary budget – ability to pay
- ❑ "Total remuneration" perspective
- ❑ Long-term impact – potential for future salary growth
- ❑ Scarcity of qualified applicants
- ❑ Use of recruitment, relocation, or retention incentives (3Rs)
- ❑ Critical agency business need

NSPS Accelerated Compensation for Developmental Positions (ACDP)

ADCP is:

- An increase to employee's base salary or bonus
- Combination of the two
- For employees participating in Army training programs or other developmental capacities as determined by Army policy
- Applicable to Pay Band One employees in Pay Schedules YA, YD, YH and YK only



NSPS - Eligibility for LMS Adjustment

- Employees receive if -
  - ✓ Current rating of record above unsuccessful
  - ✓ No current rating of record
  - ✓ On pay retention with a current rating of record above unsuccessful
- Employees do not receive if current rating of record is unsuccessful
- If LMS decreases, it decreases for everyone regardless of rating of record
- LMS is not portable

Exercise 3-2 Compensation

Adam, the supervisor, is hiring several new program analysts into his division. They are all being placed in PB1 (entry/developmental) of the YA pay schedule. He has asked you to advise him in determining how to set their starting salary. Backgrounds are as follows:

1. Just graduated with a BA in public administration (GPA of 4.0).
2. Has a BA in management information systems and has two years of directly related experience.
3. Has four years of directly related experience.
4. Has three years of experience performing related work in a support position,, and has completed two years toward a BA in business administration.

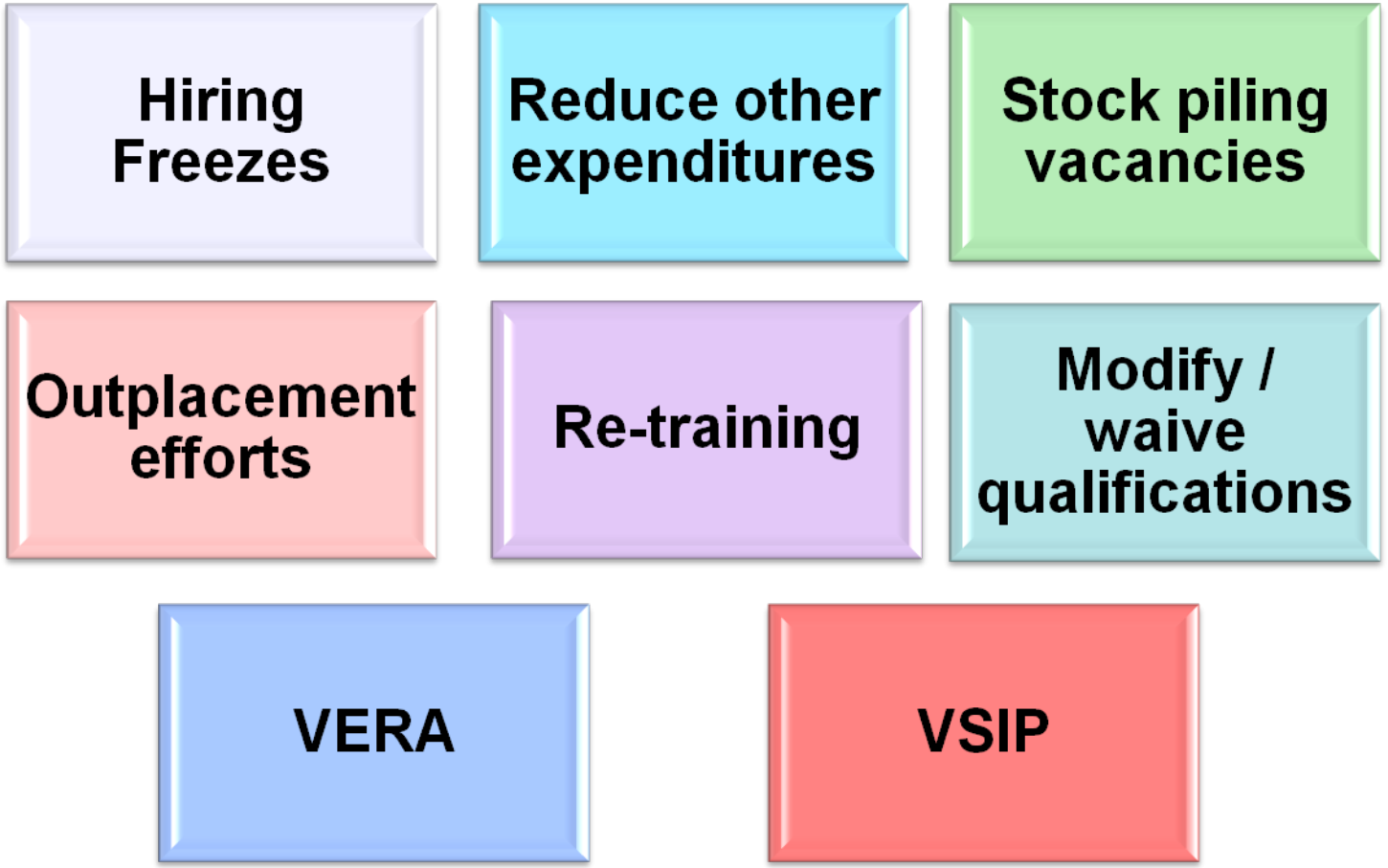
Exercise 3-3
Compensation

1. Within your assigned groups, identify what factors Adam should consider in setting pay?
2. You have 10 minutes to come up with as many factors as you can.

Reduction In Force (RIF) Process

- When RIF occurs
  - ✓ An employee is released from his/her competitive level or group by
    - Separation
    - Furlough for more than 30 days
    - Demotion / Change to Lower Grade/Band
- Why RIF is used
  - ✓ Lack of work
  - ✓ Shortage of funds
  - ✓ Insufficient personnel authorizations
  - ✓ Reorganization
  - ✓ Exercise re-employment/restoration rights
  - ✓ Reclassification (in some instances)
  - ✓ Result of Competitive Sourcing Decision

Ways to Minimize a RIF

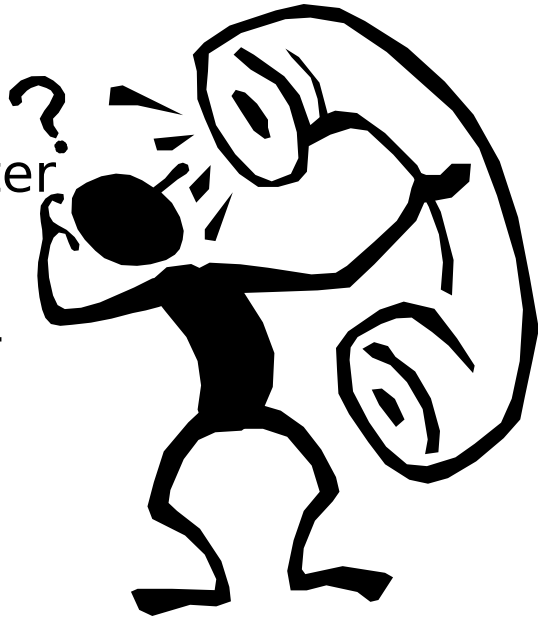


Retention Factors

- Tenure
  - ✓ Group I - career
  - ✓ Group II - career conditional
  - ✓ Group III - term and similar non-status appointments
- Veterans' Preference
  - ✓ Subgroup AD - veterans with a compensable service-connected disability of 30% or more
  - ✓ Subgroup A - veterans not included in subgroup AD
  - ✓ Subgroup B - non-veterans
- RIF creditable service date
- Performance rating

Grievances and Appeals

- Employees downgraded or separated as a result of RIF
  - ✓ May appeal to Merit Systems Protection Board (MSPB)
  - ✓ Appeals must be filed within 30 days after effective date of RIF
- Bargaining unit members must use negotiated grievance procedure unless RIF actions are specifically excluded from contract



CPAC
RIF Functions

- HR Specialist assures qualifications are met for placements
  - ✓ Meet OPM qualifications standards
  - ✓ Meet physical requirements for position
  - ✓ Background clearly demonstrates ability to perform successfully all critical elements
  - ✓ Ability to take over duties without “undue interruption”
  - ✓ Managers may approve waiver of qualifications in assignments to vacant positions
- RIF processing is automated (AutoRIF)
  - ✓ Ensure accuracy of DCPDS database prior to beginning RIF process
  - ✓ Produces annotated retention registers, letters and reports
  - ✓ Explains process – must understand rules and options

Regulatory References

Interested in learning more about RIF?

- **OPM Restructuring Handbook**
  - ✓Excellent resource
- AR 690-351-1
- MSPB Case Law

Module 3 Review

Summary

- Supervisor's role in recruitment, selection, and placement
- Job analysis
- Competitive examining
- Internal placement
- Compensation
- General RIF rules